

Message

**From:** OBrien, Kathy [/O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=A48465A451794143834FC62527690785-OBRIEN, KATHY]  
**Sent:** 1/27/2021 10:06:27 PM  
**To:** Lieberman, Judy [Lieberman.Judy@epa.gov]; Green, Holly [Green.Holly@epa.gov]  
**CC:** Hall, JohnM [hall.johnm@epa.gov]; Gross, Hayley [gross.hayley@epa.gov]; Dorce, Olson [Dorce.Olson@epa.gov]  
**Subject:** RE: Strategic Planning Working Group meeting notes

Thank you, Holly and Judy! Very helpful.  
-Kathy

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**From:** Lieberman, Judy <Lieberman.Judy@epa.gov>  
**Sent:** Wednesday, January 27, 2021 5:01 PM  
**To:** Green, Holly <Green.Holly@epa.gov>; OBrien, Kathy <Obrien.Kathy@epa.gov>  
**Cc:** Hall, JohnM <hall.johnm@epa.gov>; Gross, Hayley <gross.hayley@epa.gov>; Dorce, Olson <Dorce.Olson@epa.gov>  
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A couple more interesting points that came out during discussion:

SBA and Treasury use strategic objective review results (SBA mines strategic review results retrospectively back to 2014) as inputs ("evidence") to discussion with new leadership on priorities—what are Agency's weaknesses and opportunities for improvement....it's a way to use the career leaderships' "own words" early in the process in developing priorities.

Also, SBA uses focus groups internally with their own field offices to get an idea of what issues HQ may be blind to.. The field offices are closer to the "on the ground" work.

I copied Treasury's slide of the questions they will ask career leadership in getting their input on Strategic Plan priorities.

The screenshot shows a presentation slide from the U.S. Department of the Strategic Planning Leadership. The slide is titled "U.S. Department of the Strategic Planning Leadership" and "Questions". It contains a list of questions for Treasury, organized into three main bullet points: "Use of the current Strategic Plan", "Current state of Treasury", and "Future state of Treasury". Each main bullet point has several sub-questions. At the bottom of the slide, there is a note: "We also use the interviews as an opportunity to get leadership opinion on cross-agency initiatives. This year, we asked about:" followed by three sub-bullets: "Mission Essential Functions (MEFs)", "Critical programs and projects (Program Management Improvement Accountability Act - PMIAA)", and "Strength of evidence building culture". The slide is displayed in a video conference window with a "Leave" button at the bottom right.

- Use of the current Strategic Plan
  - ~ How do you use the current FY18-22 Strategic Plan, and how could it be more useful for you?
- Current state of Treasury
  - ~ What are Treasury's strengths? Weaknesses?
  - ~ Describe Treasury's current state in 3 adjectives.
- Future state of Treasury
  - ~ What legislation are you tracking that might impact your office/bureau, and how will they impact your work?
  - ~ What new or improved opportunities do you see for collaboration/coordination within Treasury?
  - ~ How do you see your operations changing over the next 5 years? (e.g. "new normal")
  - ~ How do you see your priorities changing over the next 5 years?
  - ~ Describe what organization you would like Treasury to be in 5 years in 3 adjectives.

We also use the interviews as an opportunity to get leadership opinion on cross-agency initiatives. This year, we asked about:

- Mission Essential Functions (MEFs)
- Critical programs and projects (Program Management Improvement Accountability Act - PMIAA)
- Strength of evidence building culture

Judy Lieberman  
US EPA

**From:** Green, Holly <Green.Holly@epa.gov>  
**Sent:** Wednesday, January 27, 2021 1:46 PM  
**To:** OBrien, Kathy <Obrien.Kathy@epa.gov>  
**Cc:** Lieberman, Judy <Lieberman.Judy@epa.gov>; Hall, JohnM <hall.johnm@epa.gov>; Gross, Hayley <gross.hayley@epa.gov>; Dorce, Olson <Dorce.Olson@epa.gov>  
**Subject:** Strategic Planning Working Group meeting notes

Hi Kathy,

Here are some takeaways from today's Strategic Planning Working Group meeting. I can shorten for next week's David/Carol weekly, if you'd like.

#### **Update on A-11 Guidance as it pertains to Strategic Planning**

- Dustin gave a detailed overview at the PIO Council meeting, so OMB kept points brief
- December memo sought to reduce burden; though GPRMA is fairly prescriptive and A-11 seeks to explain and provide consistency across agencies
- January 15 memo clarified that deadlines outlined in Part 6 still stand, including Strategic Planning milestones, like the June 4 submission of the Goal/Objective framework
- Part 230/Strategic Planning did have valuable info not in GPRMA, such as key interim steps in the process, what makes a good strategy, stakeholder engagement, etc.
- Consensus from the PIOs was to re-instate the Part 6 guidance, and explore ways to create more flexibility to make the products more meaningful in practice
- Two APG limit- need to wait and see if this cap will stand (Part 6 said 2-8 APGs)

#### **Stakeholder Engagement: Benefits and Who to Involve**

- Discussion focused on multiple types of stakeholders: internal: political leadership, career leadership, other internal agency participants, external groups, and Congress
  - OMB noted that GPRMA states Congress wanted to be engaged early vs at the end
- Benefits: build trust, early warning of risks, accountability and transparency, identify wide range of needs, among others
- Multiple polls on who does what when re: internal, external and Congress; before/after June 4 deliverables (range of answers; I can provide data if you are interested)

#### **Examples from Agencies**

##### **NASA**

- Has a Council System to engage leadership at various levels and frequency
- Executive senior leadership council must approve the Strategic Plan (in their charter)
- NASA told Biden Administration not making sea changes to key work areas; currently has one political in-place

##### **SBA**

- Heard new administration will not significantly change priorities of agency, though SBA focused heavily on Covid-19 and CARES Act this past year and will continue to adjust to these
- Uses a senior leadership steering committee (career leaders, I believe)
- Uses a stakeholder list, and engages with a subset, informed by offices, in Plan development early in process
- Employs focus groups from their HQ office, field offices
- Leverages regular senior leadership meetings to keep leaders informed during plan development, frequently
- Draws from Strategic Reviews so Plan uses leaders own words re: accomplishments, opportunities, and risks; helps with buy-in and offices owning the goals and objectives
- Uses Excellence in Government Fellows to do outreach to community/external stakeholders

- Strategic Plan team works closely with Evidence Act team on stakeholder engagement

### **Treasury**

- Goal of Strategic Plan is useful decision-making for leadership and staff
- Before election, outreach to career leadership; post-election- engages political leadership
- Assess both campaign platforms, so are ready to go in either direction
- Now, using Yellen speeches, nomination statement to understand priorities
- Targets Congressional committees and requests feedback on current Plan to help inform new Plan
  - Asks what's mission, areas of opportunity for inter-agency engagement/collaboration
  - Then, present to political leadership
- Possible opportunities for cross-government planning:
  - Recovering from pandemic
  - Rebuilding the economy equitably
  - Combatting climate change
  - Re-engaging allies and protecting national security